

UNITED STATES ARMY CORPS OF ENGINEERS

WHITE PAPER 2001

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As the new leader of the United States Army Corps of Engineers, I have written this white paper to report on the state of the Corps and my direction. It is addressed to everyone with an interest in the Corps.

The state of the Army Corps of Engineers is sound. For 225 years the Army Corps of Engineers has honorably served the Army and the Nation. During the 20th Century the Army Corps of Engineers experienced both resounding success and bitter controversy. Today, at the dawn of the 21st Century, we are again under the microscope of public examination.

As I survey our horizon I see the Army Corps of Engineers performing vital functions. We are deployed around the globe as part of the Army's contribution to our national security strategy. Across America I see both our Military Program and Civil Works Program addressing local, regional, and national challenges. I see that our Army is transforming itself to prepare for an uncertain future. I see the Corps as critical to the success of this transformation. Additionally, I see the value that the public places on our Nation's environment remains a powerful and growing force for change in public policy and fiscal priorities. Imperatives and directions are shifting. As a result, the Army Corps of Engineers often finds itself dealing with issues involving significant and divergent interests.

The Army Corps of Engineers Civil Works Program is responsible for the development, management, protection, and enhancement of our nation's water and related land resources for commercial navigation, flood damage reduction, recreation, and environmental restoration. The program provides stewardship of America's water resources infrastructure and associated natural resources, and also provides emergency services for disaster relief. The Civil Works Program supports the Army in peacetime pursuits, during national emergencies, and in times of war. It is my job, in concert with the Assistant Secretary of the Army for Civil Works, to act as a strong voice to the administration and the Congress for the management of our water resources. We must create environmentally sustainable systems that protect people, property and economic growth across the United States. The goal of our study process is to produce the best economic and scientific analysis available. When studies are complete, I will report results to the public, the administration, and the Congress, in order to facilitate their decision.

We will strive to improve the quality of our studies, projects, and operations, while reducing time and cost. We will seek to develop technologies to protect or restore the environment; and to create environmental benefits. We will continue to rely upon the private sector to execute the majority of our work. We know we are not and will never be perfect – we must become more agile as a learning organization filled with people willing to evolve and enable change. We rededicate ourselves to continuous improvement. I reaffirm our strong commitment to produce unbiased recommendations consistent with law, regulations, and science.

The Army Corps of Engineers will continue to provide excellent service to the Army and the Nation with integrity and credibility. We are a team of dedicated military and civilian professionals with a strong ethos for service to the Nation. We do not, can not, and will not favor any special interest, nor allow any special privilege, in the execution of our studies and projects. The public must have trust and confidence in our process as well as in those entrusted with implementing that process. Our integrity must remain beyond reproach. We will be open and responsive in working with all interested parties in the execution of our studies, projects, and in our regulatory responsibility. We will reach out to stakeholders early and actively listen to the concerns on all sides of issues. We will promote dialogue. We will seek to build consensus and always strive to do what is right. The Army Corps of Engineers is vitally important to the Nation and vital to the livelihood of most Americans – this has not changed in 225 years. I believe the Corps is a national resource that plays an indispensable role in serving the public.

The Army Corps of Engineers is also an essential part of the greatest Army in the world. We will work hard to be a vital link between the American public and its Army.

We are dedicated to operating in the interest of the American public and always in accordance with laws and regulations. Our team works with many different entities, but only for one purpose, to do what is right to enhance and protect the well being of the Army and the public. We seek to partner with stakeholders and to build relationships that serve the public interest. We work with the administration and the Congress. We work with the civilian and military authorities appointed over us. Most importantly, we work for the American public's trust and confidence.

Essayons!